3A
Action

Educator Preparation Committee

Proposed Revision of the Enrollment Requirement for the Clear Administrative Services Credential Standards

Executive Summary: This agenda item provides information on the current waiver of the 120-day enrollment requirement contained in the Clear Administrative Services Standards and proposes revisions to the provision.

Policy Question: Should the Commission permanently modify the program requirement that candidates enroll in a clear administrative services induction program within 120 days of employment?

Recommended Action: That the Commission modify the 120-day enrollment requirement for all programs to require enrollment within one year and establish the enrollment requirement to begin effective January 1, 2017.

Presenter: Gay Roby, Consultant, Professional Services Division

Strategic Plan Goal:

II. Program Quality and Accountability
   b) Effectively and efficiently monitor program implementation and outcomes and hold all approved educator preparation programs to high standards and continuous improvement through the accreditation process.

Proposed Revision of the Enrollment Requirement for the Clear Administrative Services Credential Standards

Introduction

The Commission adopted revised Administrative Services Credential program standards in December 2013 (preliminary) and February 2014 (clear induction) with the Commission establishing a timeline for the implementation of those standards. Programs addressing the new preliminary administrative standards began in fall 2015 while June 30, 2015 was the last date for candidates to enroll in a standards-based or guidelines-based clear program; all candidates after this date were required to enroll in a new clear administrative services credential program. As of November 2016, California has 66 Commission-approved preliminary administrative services programs and 44 clear administrative services programs.

Background

The 2014 Clear Administrative Services Program Standards require enrollment in an induction program within 120 days of a candidate's start of his/her first administrative position. Upon implementation of the new program requirements in 2015-16, issues related to this enrollment requirement surfaced from both programs and candidates. Availability of programs within the parameters sought by potential candidates and capacity within existing programs was limited, and enrollment options for veteran administrators needing to clear a preliminary administrative services credential were unclear. In response, the Commission took action in December 2015 to waive the 120-day enrollment requirement from July 1, 2015 through December 31, 2016.

In expectation of the curtailment of the waiver in January 2017, Commission staff polled clear induction program sponsors in early fall 2016 regarding any capacity issues. Staff sought information on whether the capacity issue remains or was experienced simply in the first years of implementation of the new standards. Thirty-nine of the forty-four approved induction program sponsors replied. The survey questions and a summary of their responses are provided in the table below:

Question	Response
1: Is your program running at full capacity in fall 2016 or, if not, by when will you be serving all the candidates you expect to be able to serve?	16 programs report no enrollment limit, 13 programs are offering their program at full capacity, 9 programs are still working to reach full capacity, and one had just begun their first cohort and had no capacity information.
2: What number represents full capacity for your program, or are you able to enroll all and serve all potential candidates?	17 programs do not expect to cap enrollment at any time but will identify a coach and enroll candidates as needed, 19 programs replied with numbers totaling the ability to serve 1,898 candidates in the

Question	Response
	2016-17 year, and 3 programs did not respond with a numerical count.
3: Have you reached full enrollment for the fall of 2016?	8 of the reporting 39 programs are at capacity. Of these eight, two were in the Oakland area, one in the Central Valley, and five in Southern California.
4: Have you turned away potential candidates who wish to start a program in fall 2016 due to capacity issues exclusively?	Five institutions reported that they had turned away candidates for fall 2016. All of these programs are located in Southern California.
5: Have you been contacted by preliminary credential holders who are seeking to postpone their enrollment in a clear induction program beyond fall 2016?	A total of 16 institutions reported being contacted by candidates wishing to postpone, with the most common reasons being fear of overload in the first year of administrative work and cost of the program. Comments submitted regarding this topic can be found in Appendix B.

As a result of this survey and ongoing conversations with programs, staff concluded that program capacity is not a problem for most of the state, with the possible exception being the greater Los Angeles area. This region has six programs with no capacity limits placed on them, plus an additional seven programs that have the capacity to enroll 50 (2), 100 (2), 129, 180, and 200 candidates, totaling 809 available slots.

Enrollment issues
Conversation with both program staff and candidates have highlighted specific issues that complicate enrollment for candidates.

Enrollment and Admission Windows
California's system of colleges and universities establish unit-wide calendars outlining when students are admitted to institutions and when students may enroll for courses and programs for any given semester/quarter. These dates often do not coincide with the hiring dates of education administrators in K-12 education. Newly hired administrators then find it impossible to be admitted or enrolled within 120 days of their first day on the job. Both program personnel and potential candidates are confused about — whether they may wait until the next admission and enrollment window or must enroll in another program that is not their first choice, possibly incurring more cost and additional travel.

Administrators who have been employed longer than 120 days
California has a large number of **veteran** administrators who still need to clear their preliminary administrative services credential (the preliminary credential has a five-year life). Candidates and programs are unclear regarding the status of potential candidates who have served beyond 120 days and have not yet enrolled in a program. In 2015, when the new standards went into effect programs reported large numbers of veteran administrators seeking admission, causing these programs to reach capacity before new administrators were able to find a program. The field

requests guidance regarding how to determine and advertise admission priorities for veteran vs. new administrators.

Choice versus Deadlines
If a candidate's first-choice program is unavailable to them, it is not clear whether he/she is required to enter a different, sometimes more costly program, within 120 days of employment or if it is acceptable to wait for availability in their preferred, sometimes lower-cost, program. Some administrators are enrolling in less-accessible programs while others are waiting for their preferred program to be available in the next semester or even year.

Accreditation Status
The Commission expects all programs to fully implement all aspects of the approved program standards. The current language, if maintained and taken literally, would mean that accreditation teams must find programs out of compliance with Program Standard 1 if programs serve candidates who enroll after their initial 120-days of employment. This creates a disincentive for institutions to serve veteran candidates who also need to clear their credential. This also sends an alarming message to new administrators--some of whom believe that their credential is at risk if they are unable to enroll in a program within the specified timeline.

Staff Recommendation
Given the issues raised by programs and candidates, staff recommends the following:

1) The Commission consider revising the language of Program Standard 1 as follows:

   Induction is the support and guidance provided to novice educators in the early stages of their careers. California's Administrator Induction is an individualized, job-embedded, two-year program, with enrollment in a program expected upon placement in an administrative position, but no later than one year from activation of the preliminary credential. and initiation of coaching within 120 days of starting an initial administrative position. Programs make every effort to enroll candidates within their first year in an administrative position and recruitment activities and advising material for prospective candidates should convey the expectation that a candidate enter a program upon starting an initial administrative position. The design of the program is based on a sound rationale informed by theory and research, is primarily coaching-based, and includes personalized learning. Professional learning may be offered through formal and informal partnerships, complements and integrates school and/or district goals, and employs competency indicators that support a recommendation for the clear credential. The program design provides multiple opportunities for candidates to demonstrate growth and competence in the California Professional Standards for Educational Leaders (CPSEL) outlined in Standard 5.

2) Implement the new enrollment requirement on January 1, 2017. Administrators employed prior to that date will need to clear their credential within the life of their preliminary credential, usually a five-year period, with no enrollment requirement.

Next Steps

If the Commission acts to alter the program standards with respect to the 120-day enrollment requirement, staff will begin the process of informing the field regarding this change via a Program Sponsor Alert, direct email to programs and discussion at future face-to-face meetings. Additionally, staff will continue to monitor the situation via feedback from the field, polling programs for current and future capacity, and anecdotal information from candidates on the availability of programs during their first year of service.

Appendix A

Standard 1 from the
Standards of Quality and Effectiveness: Administrative Services Credential Clear Induction Program Standards
(Adopted February 2014)

Program Standard 1: Program Design and Rationale
Induction is the support and guidance provided to novice educators in the early stages of their careers. California's Administrator Induction is an individualized, job-embedded, two-year program, with enrollment and initiation of coaching within 120 days of starting an initial administrative position. The design of the program is based on a sound rationale informed by theory and research, is primarily coaching-based, and includes personalized learning. Professional learning may be offered through formal and informal partnerships, complements and integrates school and/or district goals, and employs competency indicators that support a recommendation for the clear credential. The program design provides multiple opportunities for candidates to demonstrate growth and competence in the California Professional Standards for Educational Leaders (CPSEL) outlined in Standard 5.

The design of the program allows for enrollment within 120 days of starting an initial administrative position. Upon program completion, the Induction program sponsor certifies a candidate's ability to demonstrate the administrative and operational knowledge, skills and dispositions needed to effectively lead, manage, and improve educational organizations. Assessment of candidate competence is grounded in the proficiencies expressed in Standard 5 of the Administrative Services Credential Induction Program Standards.

Appendix B

Comments from Induction Program Sponsors Regarding Enrollment Capacity

Comments received from respondents to the program capacity survey include:

Placer--if waiver [of the 120 day enrollment period] is extended, it should be only for those whose local program *cannot* take them.

Touro: I have had 4 candidates indicate they "decided to wait". I responded by informing them of the program requirement to enroll within 120 days. One candidate responded by enrolling in the program. The other 3 stated they "did not have the time" for Clear Induction while starting a new job. Again, I responded by underscoring the emphasis in the new guidelines about the purpose of Clear Induction to support new administrators in their first job. All three were firm in their decision to wait and did not feel compelled to enroll.

Stanislaus: In our county, the capacity to enroll admin candidates is there to support all who are eligible. Frankly, the folks who have asked about a waiver have cited personal reasons as their desire to delay entry into the program. As an example, in one case, a parent of small children in a new admin role was concerned about the time commitment of participation in the program. That may or may not align with the intent of the waiver.

San Mateo COE: It is common for candidates to not want to take on something in their first year and we still are hearing people advise them to wait (on a limited basis, it's more common that they enroll in year 1).

UC Berkeley: Some have told me that they were deciding whether to "take a year." I told them that the waiver will end soon. They then said some version of, "Who's going to enforce that 120 day rule?" A couple have even said that their employer has told them that would be OK to wait. So my sense is that lack of providers is no longer a problem (if it ever was). I hope that we do not re-instate the waiver, as it undermines the policy consideration of wanting candidates to receive induction/support at the beginning of their leadership career, when they need it most.

UCI: Yes, [we have been contacted by those intending to postpone their enrollment] because they are not able to find another program that will admit them this Fall 2016.

UCI: (received on 11-2-16)
When the CTC asked the question "Have you been contacted by preliminary credential holders who are seeking to postpone their enrollment in a clear induction program beyond fall 2016," I was glad to see that question because the answer is yes. Individuals who are wanting to postpone clearing their credential are usually doing so for the following reasons:
1. Not able to find a program within their time frame
2. Currently in a doctoral program and not wanting to complete a doctorate and credential at the same time

3. Financial reasons
4. Not wanting to tackle a credential program in their first year as a brand new administrator

University of Redlands: …We have been contacted by many preliminary credential holders seeking to shop for the most convenient program due to their own workplace demands.

REACH: We have had some who have inquired about what happens in January if they get an admin role and activate their PASC and they can't find a program at that point in the year.